



## CHAPTER 6

# JOB EVALUATION

### INTRODUCTION

The Commonwealth has changed from a traditional hierarchical classification system with a graded salary plan to a compensation-based system with broad **Roles** and expanded pay bands. In contrast to the former system where positions were assigned to narrowly defined classes, the Compensation Management System assigns positions to broad **Roles** within a defined **Career Group**. To illustrate the difference, a **Role** may encompass several former job classes that were assigned to a number of different pay grades in the classification system. Because **Roles** encompass a wider scope and levels of duties and responsibilities, the process of evaluating jobs should be clearer and less complex.

Broader **Roles** also significantly reduce reliance on the reallocation process. The former reallocation process will not be the major means of providing salary increases to employees. In the Compensation Management System, an employee may progress through the broadly defined **Role** based on assigned duties and responsibilities, the acquisition of new skills and abilities and performance. New pay practices will allow employees to be financially recognized for assuming additional duties and responsibilities and applying new skills and abilities.

**Job Evaluation** is the process by which jobs within an organization are compared with one another to determine their relative value. There are several methods of job evaluation. The most prevalent methods include whole job ranking, position classification, market pricing, factor comparison and point factor analysis. All of these evaluation methodologies are based on one or a combination of the following two approaches: (1) an analysis of the job as a whole or (2) an analysis of the job's individual components.

Most evaluation methods compare jobs in the organization to one another and a few compare jobs against a set scale. After a review of the various job evaluation methodologies, the Compensation Management System will retain a modified version of the **position classification method** or **whole**

**job evaluation approach.** This non-quantitative whole job approach determines the relative value of positions by comparing them with **Career Group Descriptions** as well as with other positions.

## **COMPENSABLE FACTORS**

Human resource professionals or line managers should be able to assign positions to the appropriate **Career Groups** by comparing the overall duties and responsibilities listed in the **Employee Work Profile** to the **Concept of Work** outlined in the **Career Group Description**. The compensable factors will be used primarily to determine the appropriate **Role** to which a position should be allocated within a **Career Group**. Definitions of the three compensable factors are as follows:

### **1. Complexity of Work**

This factor describes the nature of work in terms of resources (e.g., machines, manuals, guidelines and forms) used or encountered and the processes applied. This factor takes into account the number and variety of variables considered, the depth and breadth of activity and the originality exercised.

- **Difficulty** - the relative character of the work process and the corresponding, thinking, analysis and judgment required of the employee while doing the work.
- **Scope and Range of Assignments** – the breadth and variety of the employee's assignments.
- **Knowledge, Skills and Abilities** – the level of information, experience and qualifications needed by the employee in order to perform the assigned duties.
- **Nature of Contacts** – the extent of the employee's human interactions within and/or outside the organization in terms of both frequency and the depth of information exchanged.

### **2. Results**

This factor describes the work outcomes and the range and impact of effects, such as the benefit or harm to citizens, the gain or loss of resources and the goodwill created.

- **Impact** – the range of people, things, and organizations directly affected by the employee.
- **Effect of Services** – the extent to which decisions and work products made by the employee affect the level of service, quality of work, welfare of constituents, the organization's image and cost of operations.
- **Consequence of Error** – the potential costs of the employee's mistakes in terms of financial and human costs, efficiency, morale, physical maintenance and image.

### 3. **Accountability**

This factor describes the employee's responsibility or authority exercised in terms of guidance given to fellow workers, independence and autonomy of functioning and finality of decisions made.

- **Leadership** – the level of control the employee has over resources such as people, functions, facilities and budget.
- **Judgment and Decision-making** – the types and kinds of decisions made by the employee and the finality of these decisions and actions taken.
- **Independence of Action** – latitude or freedom of action exercised by the employee.

## **JOB EVALUATION**

Job evaluation is the process of determining the appropriate **Career Group** and **Role** to which a position is assigned. The job evaluation process has four steps:

1. **Selecting the Occupational Family:** The first step is to determine the appropriate **Occupational Family** by reviewing the vocational characteristics (the nature and type of work performed) outlined in the **Employee Work Profile**.
2. **Comparing and Selecting the Career Group:** The second step is to compare the **Concept of Work** capsule that describes the array of work performed in the various **Career Group Descriptions** to the **Employee Work Profile** in order to determine the appropriate **Career Group**.

3. **Comparing and Selecting a Role within a Career Group:** The third step is to evaluate and compare the ***Work Description*** (position objective; purpose of position; knowledge, skills, abilities and competencies; education, experience, certification and licensure; core responsibilities and special assignments) outlined in the ***Employee Work Profile*** to the various ***Role Descriptions*** and the ***factor matrices*** to determine the appropriate ***Role***.
4. **Comparing to other positions within a Role to ensure consistency:** The final step is to confirm the assignment of the position to the ***Role*** by checking to make sure that it is consistent with other positions assigned to the same ***Role***.

## **ALTERNATIVE JOB EVALUATION MODELS**

The Compensation Management System allows agencies to develop a variety of other job and employee-based evaluation alternatives within the context of the broader job structure (***Career Groups*** and ***Roles***) that may more effectively meet their organizational needs and assist in providing criteria for movement within a ***Role*** and pay band. Examples of job evaluation alternatives may include skill or competency based systems or rank structures. All alternative evaluation methods must be reviewed and approved by DHRM prior to implementation (see Appendices F and G, Competency-Based and Skill-Based Systems).